

Charleston Police Department
Strategic Leadership Plan 2007 - 2009
Chief Gregory G. Mullen

VISION

The Charleston Police Department will be a world class law enforcement agency committed to the values of Honor, Excellence, Accountability, Respect, and Teamwork. We demonstrate creativity, challenge our capabilities, and encourage initiative and risk-taking. We hold ourselves to a high standard of excellence and continually improve by solving problems and making decisions that benefit the organization and community. We are dedicated to service, lifelong learning, and professional growth.

MISSION STATEMENT

It is the mission of The Charleston Police Department to serve all people within our jurisdiction and our agency with honor, respect, fairness, equality and compassion.

We are committed to the protection of life and property; the preservation of peace, order and safety; the vigorous enforcement of local, state and federal laws; and the defense of the Constitution of the State of South Carolina and the Constitution of the United States of America in a fair and impartial manner.

We are committed to serving our community to enhance the quality of life and to nurture public trust by holding ourselves to the highest standards of performance and ethics. Our officers are determined to serve as a deterrent to crime, develop relationships with community groups, residential and business organizations, promote an environment receptive to tourism, visitors, and residents.

We are dedicated to our personnel by providing continuous training and educational development, as well as career enhancement opportunities. We are further committed to providing and managing our resources safely and effectively.

CORE VALUES

Honor

We serve with honor through our actions, conduct, and job performance. We perform with integrity, even at personal cost, and constantly strive towards ever-rising standards.

Excellence

We seek excellence in all that we do and strive for continuous improvement. We encourage employees to be innovative and creative.

Accountability

We are an organization of employees who do the right thing and are responsible for what we do and say.

Respect

We value all citizens, each other and differing points of view, regardless of race, gender, appearance, individual beliefs, or lifestyles.

Teamwork

We support an environment that recognizes mutual cooperation and group accomplishments, while encouraging individual contributions.

GOAL 1

REDUCE CRIME AND THE FEAR OF CRIME IN THE CITY OF CHARLESTON

Assigned: Major Taylor and Captain Tillman

Strategic Focus

To respond to calls for service, crimes, investigate crimes, apprehend criminals and initiate problem solving strategies to reduce problems. The agency will prioritize enforcement efforts that target crimes that most affect community livability. It will enhance its intelligence gathering capabilities with respect to criminal behavior, as well as its programs dealing with problem areas or “hot spot” areas within the city. It will utilize information systems to enhance levels of inter-agency coordination. The department will maintain a focus on drug and gun-related crimes, youth crimes and crimes that begin a cycle of violence. It will place an emphasis on traffic enforcement. These efforts will not only reduce the overall incidence of crime, but will also reduce the fear of crime in communities and promote a sense of neighborhood and personal safety.

Objective 1.1

Effectively address changing patterns and effects of crime within the city.

Strategies:

1. Integrate COMPSTAT responses to crime problems.
2. Develop an Alternative Response Plan related to calls for service by implementing systems for telephone and internet reporting.
3. Maintenance of an average response time of five minutes to emergency calls for service from time of dispatch 90 percent of the time.
4. Biannually adjust beats/assignments to coincide with information from Planning and Research.
5. Develop a more formal Crime Prevention through Environmental Design process as a crime fighting and development tool by ensuring participation of Crime Prevention officers on design review boards.
6. Attack street-level crime and other order maintenance issues across the city.
7. Review and analyze non-emergency calls for service.
8. Establish an intelligence function within the agency to be completed and fully operational by the end of 2007.
9. Determine effectiveness of police strategies through citizen feedback and evaluations and continued participation in neighborhood meetings.
10. Establish community service officers for response to non-emergency calls.
11. Determine effectiveness of law enforcement response by use of debriefings and case management meetings.

Objective 1.2:

Address roadway safety.

Strategies:

1. Develop and deploy innovative traffic calming devices at selected locations around the city.
2. Aggressive enforcement of all traffic laws.
3. Implement a selective enforcement program utilizing unconventional tactics and techniques with evaluate its effectiveness on an annual basis.
4. Maintain a liaison with community groups (e.g. MADD) and other law enforcement agencies regarding enforcement issues.

Objective 1.3:

Increase information sharing regarding crime and traffic with city residents.

Strategies:

1. Provide interactive crime statistics on the police department's website.
2. Explore providing citizens the ability to report crimes via the Internet and by telephone.
3. Identify the various communities within our jurisdiction and ensure that the lines of communication are open to all races, religions and lifestyles. Increase interaction with community to improve cultural understanding.
4. Ensure visibly active participation in community events; i.e. "National Night Out."
5. Explore media marketing plan to enhance communication through public service announcements and annual reporting via the internet.

Objective 1.4: Addressed

Strengthen emergency planning, response, and recovery capabilities in an All-Hazards environment.

Strategies:

1. Ensure Incident Command System and National Incident Management Systems are developed and incorporated in Police Response System; conduct one multi-agency exercise annually.
2. Improve communications and planning among First-responders, other emergency personnel and other city agencies to better understand needs, desires, and abilities; enhance opportunities and increase efficiencies.
3. Develop and pursue strategies to effectively leverage state and federal funding for disaster/emergency preparedness.
4. Expand data collection and analysis capability by working with SLED Fusion Center for training and educational opportunities.

Objective 1.5

Identify and implement training and equipment to enhance service delivery and safety.

Strategies:

- 1 Continual review and analysis of uniforms, equipment, facilities and vehicles with end user input.
- 2 Research available technology and less-lethal options to enhance officer and citizen safety.
- 3 Develop work groups to research and identify opportunities to leverage funding and testing opportunities for newly developed equipment and training.
- 4 Develop mutual agreements with other police agencies to sponsor multi-agency training to benefit the entire region.
- 5 Pursue grant funding for capital improvements, staffing and training.

GOAL 2

PARTNER WITH THE COMMUNITY TO RESOLVE NEIGHBORHOOD CONCERNS AND ENHANCE THE QUALITY OF LIFE IN CHARLESTON

Assigned: Major Taylor

Strategic Focus

To work together with community members and partners from other agencies, to plan and implement strategies to improve safety, reduce nuisance activity and resolve other neighborhood problems in order to achieve safe, crime-resistant neighborhoods. Together we will identify the issues to be addressed. The police and the community, through continuing high levels of involvement, will recognize a shared responsibility for public safety in their community, and will work together to promote education and understanding. Through this collaborative initiative it is expected that community members will increase their understanding of police procedures, and police members will increase their understanding of community fears and issues. Strategic initiatives for the period will include expanding the use of committees addressing current community interests; enhancing the agency's volunteer programs; and incorporating community satisfaction survey results into the development of outcome measures for various units within the agency and as a measure of the community's perception of good customer service.

Objective 2.1

Maximize citizen satisfaction and citizen commitment through police/community partnerships.

Strategies:

1. Provide quarterly customer service refreshers during roll call. Incorporate Customer Service Training into recruit training
2. Increase the number of officers and the times they attend community meetings and events. Require attendance by a broader segment of the department (i.e. team officers, investigators, CDOs).
3. Institute Citizen Advisory Groups with bi-monthly meetings to discuss LE concerns as well as coordinating assistance and services from additional city and private sources.
4. Develop a process to ensure that agency-sponsored public events are equitably distributed by geography across the city in coordination with neighborhood associations.
5. Expand communication with our partners through our website, e-mail, and bulletins.

Objective 2.2

Partner with other government agencies to address neighborhood concerns.

Strategies:

1. Develop ongoing opportunities for all relevant city agencies to meet, discuss and develop strategies to address local issues. Include these city agencies in town meetings.
2. Develop a "Workers on Watch" program.
3. Increase the level of interaction with the Victim/Witness Advocate. Develop and generate knowledge of this service with greater promotion and publicity.
4. Establish more formal relationships with higher education and other governmental research organizations, as a means for leveraging their talents in conducting research relevant to the issues facing the city's neighborhoods.
5. Provide employees on-going orientation to the capabilities, limitations, and expectations of other city agencies and how they can assist our efforts.

Objective 2.3

Reengineer the Department's citizen volunteer programs to assist department-wide.

Strategies:

1. Develop a volunteers program within the Department.
2. Crime Prevention to work with various Crime Watch groups on better defining their mission, more clearly describing their responsibilities and increasing their numbers.
3. Enhance the "Business Watch" Crime Watch group through the use of an online version of the Merchant's Advisory as well as an e-mail distribution list to inform businesses of crime in their area.

4. Develop a Citizens Police Academy Alumni Association and a formal advertising campaign to increase participation in the program. Give graduates a symbol of their successful completion of the program, communicate with them regularly through e-mail distribution list and invite them to subsequent Academy graduation programs.
5. Utilize all available advertising to include PSA's.

GOAL 3

IMPROVE POLICE RESPONSE AND DATA COLLECTION THROUGH THE USE OF LEADING EDGE TECHNOLOGY.

Assigned: Major Whetsell

Strategic Focus

To ensure that data gathered during the daily activities of the agency are accurately captured in a manner that will allow the development of useful information for end users. Emphasis will be placed on planning and implementing a modern integrated information management system on which all employees will be trained. Training will provide employees with the knowledge of how to extract useful information from our systems or where to go to ask for such information. Quality control of generated reports and forms will be a focus of all first-line supervisors. Adequate funding will ensure the agency's continued ability to maintain current and new state-of-the-art systems.

Objective 3.1:

Evaluate, design, acquire and implement state of the art equipment and technology to improve service delivery, data collection and accuracy in crime reporting and records management.

Strategies:

1. Sustain a technology work group for continual review and analysis of technology and training that enhances services delivery.
2. Develop a strategic information technology plan for the Department that involves end-user input.
3. Research a new Computer Aided Dispatch and Records Management System. Ensure that the system has modules for evidence tracking, laboratory reporting and jail management, and mobile data computing.
4. Identify and procure crime analysis and investigative tracking software to build capacity and implement decision-making processes.

Objective 3.2:

Capital Improvement Projects

Strategies:

1. Renovate/refurbish Headquarters Building by the summer of 2008.
2. Design and acquire Incident Command Vehicles for critical incidents
3. Acquire Computer Aided Dispatch and Records Management Systems.

4. Enhance public access areas to be inviting and welcoming the public when visiting our facilities and functional for our employees. Non-public areas will incorporate designs which host the ability for improvement and future expansion requirements.

GOAL 4

RECRUIT, RETAIN, AND DEVELOP QUALITY HUMAN CAPITAL.

Assigned: Lt. Whitaker

Strategic Focus

To continually improve the professional qualities and capabilities of the agency's sworn and civilian workforce by initiating innovative recruitment strategies and approaches to job enrichment that make public service as attractive as that in the private sector. New opportunities and incentives for individual officer development leading to promotion and expanded career opportunities will be explored. All employees will understand the mission and goals of the agency and their role in meeting them. Training, evaluations, promotions and agency communications will be geared toward helping employees meet and exceed expectations in achieving these goals. Staffing levels will be adequate and the demographic make-up of the agency will be more reflective of the community.

Objective 4.1:

Improve Recruiting.

Strategies:

1. Assess and evaluate recruiting strategies.
2. Develop a comprehensive Recruiting Plan.
3. Increase participation in recruiting fairs, military events, and college job fairs.
4. Redesign Department Website to include information on job openings and implement an electronic application process.
5. Expand Explorer Program, examine the implementation of a Cadet Program, Youth Academy, Community Service Officers, and Courtesy Patrols to enhance recruitment opportunities.
6. Quarterly attendance, when appropriate at minority civic organizations and encourage membership in minority civic organizations by various department elements as appropriate.
7. Initiate an early hiring program. Utilize police recruits in internal civilian positions while waiting for openings at the SCCJA.
8. Investigate the establishment of a tuition reimbursement program for newly hired college graduates to serve as a recruiting incentive.

Objective 4.2:

Improve Retention

Strategies:

1. Identify available rewards for exceptional performance, tangible and intangible for both sworn and civilian employees. Some suggestions include:
 - A.. move the award plaques from the squad room to the main lobby
 - B. designating awards for exceptional service like life-saving and bravery.
 - C. ensure the adherence to a regular award schedule (i.e. monthly, quarterly, annually)
 - D. publish the names of the awards recipients and their accomplishment in the CPD newsletter.
 - E. establish an annual ceremony to honor the recipients from the previous calendar year.
2. Implement coaching and mentoring opportunities by instituting an internal Shadow Program.
3. Review and revise promotional/specialty selection processes to ensure consistency and fairness.
4. Communicate expectations on behavior/issues regarding diversity/EEO. Review and evaluate annually to ensure compliance.
5. Develop leadership development training and certification tracks for officers by partnering with local colleges and universities. Utilize low cost internships and local instructors to deliver information in areas of expertise.
6. Research and implement a Career Development System. Include a career track for civilian employees and police officers who desire professional enhancements outside of the traditional rank structure.
7. Provide training and counseling in life management skills to new and current employees.

Objective 4.3:

Promotion/Socialization.

Strategies:

1. Evaluate and review current Patrol Training Officer (PTO) Program.
2. Develop training opportunities for all members to support professional growth (Supervisor Preparation Class, Leader Development System) through both internal and external resources.
3. Assess current training processes to ensure the most efficient and effective use of available training funds.
4. Develop and implement a socialization plan for all newly promoted supervisors.
5. Establish an FTO training program for each rank utilizing formal instruction and mentoring.

6. Develop a training program for each job description that a new or newly assigned employee must successfully complete before assuming the responsibilities of their position.

GOAL 5

IMPROVE INTERNAL ADMINISTRATIVE PROCESSES AND SYSTEMS THAT SUPPORT SERVICE DELIVERY.

Assigned: Major Whetsell

Strategic Focus

To increase community awareness of the Department's activities and to improve internal communications within the Department, various means of communicating will be reviewed for possible adoption. A constant flow of information will ensure that agency goals and objectives are communicated and understood by members of the agency and the community. The department's website will be used to better communicate with the community in a timely manner. The Strategic Direction Plan will be employed as a guide to communicate agency goals and objectives.

Objective 5.1:

Review, evaluate, and adjust current policy and procedure system.

Strategies:

1. Modify existing General Order; create field guide.
2. Biennial review of all General Orders by agency personnel and legal counsel to validate relevance.
3. Identify potential for linking available data to enhance efficiency. Expand sources to include outside LE government, and private sector.
4. Respond to website inquiries/complaints via automated messages immediately with personal response within 2 business days.

Objective 5.2:

Increase information sharing with City Departments and Agencies.

Strategies:

1. Identify liaisons with the following agencies: CV Bureau, Public Works, Planning, Housing, Code Enforcement, Probation/Parole, Magistrate, federal agencies, the Solicitor's Office. The Emergency Operations Center and other local law enforcement and public safety agencies. Conduct quarterly meetings to discuss mutual expectations, limitations, and coordination.
2. Develop a system to identify and share pertinent information utilizing the VC3 system.
3. Provide quarterly updates on staff assignments on the CPD website.

4. Develop feedback method by providing e-mail linkages on the website to facilitate contact.

Objective 5.3:

Improve communications to all employees.

Strategies:

1. Provide more information via informational meetings and Department newsletter.
2. Develop investigative feedback process by utilizing the Records Management System and roll call briefings.
3. Provide 30 day responses on suggestions.
4. Improve communications between bureaus (horizontal).
5. Improve communication between different levels (vertical) through the CPD Newsletter.

Objective 5.4:

Analyze and communicate disciplinary action and processes to ensure accountability for all members.

Strategies:

1. Develop monthly PSO disciplinary action reports.
2. Conduct annual department disciplinary review and publish findings.
3. Annual Use of Force and PSO report to Chief.